

# Work Experience

January, 2011 – Present Acting Deputy Director, Office of Civil Rights Office of the Administrator Supervisory Program Analyst, GS-15 Supervisor: Rafael DeLeon

Provide strategic advice to the Director on guiding programs, projects, and policy development for the Office of Civil Rights.

Served as principal member of the EPA committee charged with revitalizing all aspects of EPA's Civil Rights program. The committee also authored the Executive Committee Report on Civil Rights. Developed the framework for recommendations in the Committee's report. Ensured OCR staff engagement on pre-decisional discussions with EPA Deputy Chief of Staff. Recommended approaches to address operational deficiencies and improve case management for OCR teams and processes. Assist the Director in implementing Committee recommendations.

Monitor resources and determine future budget projections. Respond to all justification requests from the EPA's Chief Financial Officer and the Office of Management and Budget (OMB).

Manage and direct all personnel actions. Within the last 2 years, led approximately 10 panels to place OCR managers, staff, and detailees. Supervise Immediate Office staff and OCR Assistant Directors. Establish performance standards and conduct performance evaluations. As needed, consult with Labor and Employee Relations regarding disciplinary actions and Performance Assistance and/or Improvement Plans. Execute performance recognition processes including cash and honor awards. Develop new and modified methods and policies to address program and performance challenges.

Coordinate OCR efforts to incorporate civil rights into the EPA Strategic Plan. Worked closely with Agency Strategic Plan leads to develop key performance indicators that will help measure compliance with OCR targets. Coordinate with the Director, Office of Diversity Outreach and Collaboration (ODOC) to develop and implement special emphasis programs, policies and outreach.

Oversee the development, assessment and improvement of management control systems to achieve or improve results. Implemented new standard operating procedures for the Employment Complaint Resolution Staff (ECRS). Spearheaded OCR efforts to identify and procure a new EEO complaint processing system which will increase the staff's ability to manage and track complaints. Developed and implemented new procedures to audit all active and overdue complaints. Audit involved extensive analysis of complaint files, interviews with case managers, analysis of timeframes for completion (from investigation through final agency decision), and a quality assurance analysis of data within the case management database.

June, 2007 - December, 2010 Director, Management and Operations Staff Office of Water, Office of the Assistant Administrator Supervisory Program Analyst, GS-15 Supervisor: Mike Shapiro

Provided direction and supervision to a staff of 30 employees regarding services for human resources, information management, records management, correspondence and the Freedom of Information Act (FOIA). Provided expert advice and guidance on issues related to these areas to OW senior managers.

Served as the convening Chair for an intra-office management group which sets strategic direction for human resources, budget and administrative functions in OW.

Led two reorganizations involving the Management and Operations Staff (MOS). The first was designed to consolidate IT project management services across OW. It resulted in 8 additional employees joining MOS and our management and oversight of all IT database development. The second was designed to better align functions and improve customer service. It resulted in the formation of three distinct business units which reported to me as Director.

Served as the senior manager responsible for OW's coordination and compliance with EPA affirmative employment and diversity policies, directives and strategic planning, including Management Directive 715 and White House initiatives for Minority Serving Institutions (MSIs).

Served as OW's Minority Academic Institution (MAI) coordinator. Responsible for advising OW senior managers about emerging MAI priorities and initiatives. As a result of my leadership and advocacy, in 2010 OW ranked second in EPA in contributions to Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs).

Led OW efforts to revamp internship recruitment and hiring. Expanded recruitment practices to utilize MSIs. Developed procedures, practices and tools to support intern recruitment strategies.

Served as Campus Executive for the EPA-Howard University Memorandum of Understanding (MOU) and Partnership. Worked with the Office of Human Resources Assistant Administrator (AA) and the ODOC Director to coordinate projects which were mutually beneficial to EPA and Howard University. As a result, EPA significantly increased its presence at Howard via participation in job fairs, career planning seminars, and Earth Day events.

Led and oversaw the development of OW's first Affirmative Employment Plan which included elements to address diversity, affirmative employment, recruitment, and retention. Authored the plan based on my analysis of demographic data including civilian labor workforce statistics, race and national origin, gender, and OW hiring trends.

Directed OW workforce planning, employment, reorganizations, personnel actions, training, career development, and overall guidance on workplace issues.

Served as the OW representative on the Working Capital Fund Board. As board member, provided oversight of policy development, program planning, technical analysis, acquisition of services, and expenditures.

October, 2006- June, 2007
Branch Chief, Information Access Branch
Information Management Division
Office of Pollution Prevention and Toxics
Supervisory Program Analyst, GS-15
Supervisor: Brion Cook (No longer with EPA)

Provided day to day supervision, leadership and direction to staff responsible for the development of information products and internet services.

Provided strategic leadership for the development of internet policies and guidelines regarding web templates, content management, and accessibility for persons with disabilities.

Planned and executed an operational budget for web and library services, staff training, equipment and tools.

Using EPA quality assurance guidelines regularly revised the Office of Pollution Prevention and Toxics (OPPT) internet procedures manual and implemented new approaches for web page troubleshooting.

September, 2004-October, 2006 Acting Associate Division Director, Information Management Division Office of Pollution Prevention and Toxics Supervisory Program Analyst, GS-15 Supervisor: Brion Cook (No longer with EPA)

Provided leadership and strategic planning in the development and execution of the division's multimillion dollar budget which supported information management for OPPT. Conducted monthly audits to ensure that expenditures were consistent with milestones in the OPPT Operating Plan. Developed and monitored guidelines and procedures for improving resource efficiencies. Represented the division during budget and program planning negotiations with OPPT senior managers.

Provided authoritative expertise to the Division Director regarding all aspects of human capital and resources planning including awards, compliance with personnel standards, and staff training and development. Developed and implemented innovative approaches for improving administrative procedures and customer service.

Served as the OPPT representative on the Agency's Competitive Sourcing Workgroup. Utilized knowledge of Federal Activities Inventory Reform Act (FAIR) and OMB Circular A-76 to assist with implementing EPA's first standard competition for information technology services.

Served as the IMD Quality Assurance Officer and ensured the division's compliance with EPA quality guidelines and procedures. Represented the division during quality assurance audits conducted by the Office of Environmental Information (OEI).

September, 2003 – September, 2004 Acting Associate Director, Office of Planning Policy and Communication Office of Enforcement and Compliance Assurance Supervisory Program Analyst, GS-15 Supervisor: Mike Walker

Advised the Principal Deputy Assistant Administrator (DAA) for the Office of Enforcement and Compliance Assurance (OECA) on Tribal and Environmental Justice (EJ) issues.

Provided leadership in promoting EJ in OECA's core programs. Working with OECA senior managers, developed and implemented an EJ training curriculum for OECA staff. Served as the OECA National Coordinator for Tribal activities and the Chair of the OECA Tribal Workgroup. Coordinated with other EPA program offices on cross-cutting Tribal issues. Successfully advocated for the inclusion of Tribal compliance as an OECA national priority for Fiscal Years (FYs) 2005-2007. Led efforts to finalize and publish the OECA Tribal Policy which impacted more than 500 Tribal nations.

Represented OECA as a member of the Indian Program Policy Council (IPPC) Steering Committee, an Agency-wide workgroup which advised AAs on environmental policy and regulatory issues affecting Tribal nations.

Coordinated with tribes and the National Environmental Justice Advisory Committee (NEJAC) to communicate regulatory and enforcement concerns to the OECA Principal DAA.

March, 2000- September, 2003
Branch Chief, Information Access Branch, Information Management Division
Office of Pollution Prevention and Toxics
Supervisory Program Analyst, GS-15
Supervisor: Allan Abramson (Retired)

Provided day-to-day supervision, leadership, and direction to staff in the development of information products and internet services.

Represented OPPT as a member of the EPA Web Workgroup. Actively involved in the development of the Agency's internet policies and guidance regarding web templates, content management, and accessibility for persons with disabilities.

Significantly revised OPPT internet procedures and implemented new approaches for website maintenance, and trouble-shooting. Initiated the development of the OPPT intranet team and the OPPT Intranet site.

April, 1999 to March, 2000 Program Analyst, Communications Staff Office of Environmental Information GS-13

**Supervisor: Don Flattery** 

Assisted in the development of the Office of Environmental Information's (OEI's) Strategic Plan for FY 2000.

Served as the OEI point of contact for industry and state organizations. Developed communication strategies to inform stakeholders of OEI's future information technology goals.

October, 1998- April, 1999 Special Assistant to the Director, Office of Pollution Prevention and Toxics Environmental Protection Specialist, GS-13 Supervisor: William Sanders (Retired)

Advised the Director on key issues concerning the OPPT High Production Volume (HPV) Program.

Served as the OPPT liaison to EPA stakeholders including the chemical industry, environmental organizations, and animal rights organizations on issues relating to the HPV Program.

August, 1997- October, 1998
Environmental Protection Specialist
Toxic Release Inventory Branch, Environmental Assistance Division
Office of Pollution Prevention and Toxics
GS-13

Supervisor: Amy Newman

Provided interpretive guidance associated with the Toxic Release Inventory (TRI), pursuant to Section 313 of the Emergency Planning and Community Right-to-Know Act (EPCRA).

Served as a national program manager for various TRI petitions requesting EPA to add or delete facilities and chemicals subject to EPCRA reporting.

Developed communication strategies and approaches for handling EPCRA reporting issues. Coordinated and chaired national public meetings.

November, 1996- July, 1997
Law Clerk (on detail from Office of Pollution Prevention and Toxics)
Office of General Counsel
Environmental Protection Specialist (position of record), GS-13
Supervisor: Patricia Roberts (Deceased)

Researched laws, legal opinions and cases associated with the Toxic Substances Control Act (TSCA), EPCRA, and section 1018 of the Residential Lead-based Paint Hazard Reduction Act.

Developed and analyzed a compilation of all state TRI-related statutes for use by senior attorneys.

October, 1992- November, 1996 Senior Program Manager, Office of Pollution Prevention and Toxics Program Analyst, GS-13 Supervisor: Joseph Powers (Retired)

Provided advice and procedural expertise to senior management concerning OPPT staff training and development, diversity, affirmative employment, communications and outreach.

Served as OPPT's Black Employment Program Manager and regularly advised OPPT senior management on Agency initiatives associated with OCR's national program. Identified developmental needs and concerns of constituents. Developed position papers on methods to improve upon affirmative employment and diversity goals within the office.

Initiated an employee dialogue group on diversity with the OPPT Office Director and other OPPT senior managers. This effort resulted in the development of the first OPPT Diversity Action Plan.

Created and led the OPPT Mentor Program. Directed design of program structure, ground rules, application processes, training, and evaluation. Successfully recruited senior managers to serve as mentors. Represented OPPT at agency mentoring workshops. Regularly consulted by other EPA program offices starting mentoring programs. Featured speaker for an OCR Federal Women's Program event on mentoring.

Editor-in-Chief of *The Grapevine*, OPPT's bi-monthly human resources newsletter.

July, 1991 - September, 1992 Program Manager, Chemical Control Division Office of Pollution Prevention and Toxics Environmental Protection Specialist, GS-12 Supervisor: Rose Allison

Served as national staff expert and project team leader in developing risk management recommendations under TSCA.

Integrated risk assessment findings, engineering analyses and regulatory policies to assist senior management in regulatory decision-making.

Served as a liaison for communication between EPA, regulated industries, state officials and citizen groups.

May, 1989 - July 1991 Environmental Protection Specialist, Information Management Division Office of Pollution Prevention and Toxics GS-11

Supervisor: Henry Lau (Retired)

Collaborated with EPA technical and scientific staff to develop, maintain and update the TSCA Chemical Substances Inventory.

Assisted in the development of responses to enforcement inquiries from EPA's Office of Compliance Monitoring.

Wrote Federal Register notices announcing EPA's intent to remove incorrectly listed chemicals from the TSCA Chemical Substances Inventory and responded to industry comments to these notices.

April, 1987 - May, 1989 Senior Information Specialist Miranda Associates (EPA contractor) Supervisor: Gerry Griffin

Supervised day-to-day operation of regulatory hotline staff.

Conducted new employee training on all sections of TSCA.

Produced and maintained TSCA reference and training materials. Coordinated technical briefings with EPA staff.

Provided regulatory assistance to state and local government, industry and general public in determining applicability and compliance with all sections of TSCA.

Collaborated with EPA staff in development of responses to inquiries concerning TSCA regulatory policy.

July, 1985 - April, 1987 Information Specialist Miranda Associates Supervisor: Carol Hetfield

Provided regulatory assistance to state and local government, industry and general public in determining applicability and compliance with all sections of TSCA.

Collaborated with EPA staff in development of responses to inquiries concerning TSCA regulatory policy.

## **Education and Licensures**

University of Maryland School of Law Baltimore, Maryland Juris Doctorate, 1999

Howard University Washington, DC Bachelor of Arts, Public Relations, 1985

Certified Mediator University of Maryland School of Law – Mediation Clinic, 1999

Member, Maryland Bar, Admitted 2000

## Training

Office of Civil Rights National Virtual Training Conference (2012)

Writing Final Agency Decisions (2012)

Civil Rights and Human Resources Conference (2012)

Perspectives Conference (2011)

EEOC Executive Leadership Training Conference (2011)

EXCEL Leadership Conference (2011)

Leadership for a Democratic Society, Federal Executive Institute (2008)

Harvard University School of Public Health-Risk Communication Course (2006)

Senior Fellow and Co-Coach, Council for Excellence in Government (2003-2004)

Seminar for New Managers (2000)

#### **Awards**

Bronze Medal - Office of Water Implementation of Customer Technology Solutions (CTS),2009

Bronze Medal- OECA Tribal Strategy, 2004

Susan E. Olive National EEO Award - OPPT Mentor Program, 1996

EPA Bronze Medal - EEO Contributions to OPPT, 1996

EPA Bronze Medal- OPPT Mentor Program, 1995

EPA Bronze Medal- OPPT Staff Training and Development, 1994

EPA Gold Medal - OPPT Check Your Kids for Lead Program, 1994

EPA Bronze Medal- EPA/Howard University Academic Relations Program, 1993

#### **Letters of Commendation**

Contributions to Wheaton Redevelopment (Montgomery County, MD), 2006 Contribution to EJ Community Pilot Project, 2004 Contribution to OPPT Workforce Diversity Task Force,1994 Efforts as Coordinator of the OPPT Mentor Program, 1994 Contributions to OPPT Staff Training and Development, 1993 Recognition for serving as Editor of the Grapevine Newsletter, 1993

References furnished upon request.